CLALLAM TRANSIT SYSTEM

COMPREHENSIVE PLAN

Connecting people to communities through public transportation.

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TABLE OF CONTENTS

Introduction	3
Purpose of the Comprehensive Plan	5
Organizational Overview	6
Fixed-route Services	10
Demand-response Services	15
Vanpool	18
Future Modes and Methods	20
System Integration	21
Infrastructure	23
Public Input and Communications	26
Revenues and Fares	29
Interagency Coordination	33
Land Use Coordination	35
Staffing	37
Sustainability	39
Monitoring and Improvement	42
Summary	45

CONNECTING CLALLAM

CLALLAM TRANSIT SYSTEM'S COMPREHENSIVE PLAN

INTRODUCTION

Clallam County benefits from a unique location between the peaks of the Olympic Mountains and the waves of the Pacific Ocean and Strait of Juan de Fuca. This special place we call home blurs the lines between the routines of the workweek and countless recreational opportunities. Our unique location brings with it its own transportation challenges. Steep topography, wet weather, and the rural nature of the county make planning for the future of public transportation particularly difficult. Shifting demographics and land uses add to the challenge.

Without proper planning, Clallam Transit System would remain stagnant and fail to adapt to the changing transportation needs of the county. Therefore, in cooperation with the public, we have created ***Connecting Clallam***, a comprehensive plan for public transportation in Clallam County. This plan aims to provide guidance to our board and staff as they make decisions shaping the future of public transportation.

With the public's guidance, we look forward to serving the current and future transportation needs of Clallam County's residents and visitors.

WASHINGTON STATE COMPREHENSIVE TRANSIT PLANNING REQUIREMENTS

The State of Washington requires a public transportation benefit area authority (such as Clallam Transit System, hereinafter "CTS," "we," or "our") to develop a comprehensive transit plan (RCW 36.57A.060). The plan will include, but not be limited to, the following elements:

- The levels of transit service that can be reasonably provided for various portions of the benefit area.
- The funding requirements, including local tax sources, state, and federal funds, necessary to provide various levels of service within the area.
- The impact of such a transportation program on other transit systems operating within that county or adjacent counties.
- The future enlargement of the benefit area or the consolidation of such benefit area with other transit systems.

Beyond these transit planning requirements, our Comprehensive Plan is integral to the success of the County-wide Planning Policies adopted by Clallam County, the City of Forks, the City of Port Angeles, and the City of Sequim in 2018.

The County-wide Planning Policies specifically note that, *"Future development activity will be constrained by a jurisdiction's ability to finance and provide transportation improvements or implement high occupancy vehicle strategies. This fact has some very significant implications for all jurisdictions which are dependent upon the region's transportation system because projected traffic growth on portions of the road system may exceed the ability to finance and construct the improvements needed to maintain existing levels-of-service."*

We play a central role in addressing this issue of fiscally sustainable development by providing those "high occupancy vehicle strategies" throughout the county.

This Comprehensive Plan and our services further the understanding in the County-wide Planning Process that "the County's transportation improvements must be focused on areas where densities support a multi-modal transportation system."

The County-wide Planning Policies specifically envision that, "*the comprehensive plans of the County and the Cities will include policies which encourage reduced reliance on the single occupant vehicle."*

Our services are key to the success of those policies.

CONNECTING CLALLAM

CLALLAM TRANSIT SYSTEM'S COMPREHENSIVE PLAN

PURPOSE OF THE COMPREHENSIVE PLAN

The Comprehensive Plan will provide guidance for the decisions made by Clallam Transit System's Board and employees that will shape the future of public transportation in Clallam County and the North Olympic Peninsula.

HOW TO READ THE COMPREHENSIVE PLAN

Each element of ***Connecting Clallam*** contains three sections: Principles, Policies, and Strategies. These sections provide the basis, direction, and ideas for shaping the future of public transportation in Clallam County.

PRINCIPLES

Principles represent the philosophical foundation of transit planning. They are broad and unchanging, providing decision-makers a fundamental basis for the development of policies and strategies.

POLICIES

Policies of the Comprehensive Plan provide the guidelines decision-makers will follow to improve Clallam Transit System. These policies are established through public input, legal advice, market analysis, and associated principles. They are more specific and are adaptable over time as the operating environment changes.

STRATEGIES

Strategies are specific ways that we can move forward from our current practices. They are derived from principles and policies and aimed at improving public transportation in Clallam County. They are specific, implementable, and able to be changed to match shifting needs and opportunities.

ORGANIZATIONAL OVERVIEW

CLALLAM TRANSIT SYSTEM AT-A-GLANCE

HISTORY

The Clallam County Public Transportation Benefit Area (PTBA) was formed on July 24, 1979. We began operations on October 13, 1980. The agency started service with a fleet of 12, 22-passenger vehicles operating on 10 routes. One year later, in 1981, paratransit operations began through contracted arrangements with local private transportation companies. Since then, we have experienced incremental changes in fleet size, operational characteristics, and service area. In 1984 the west end of the county was annexed into the PTBA. In April 2011, we assumed the day-to-day operations of providing the county's public specialized paratransit service to persons who have difficulty using the regular fixed-route public transit service due to impairment or age.

ORGANIZATION

We are organized into four departmental areas: operations, maintenance, finance, and administrative services. Oversight of all agency operations is the responsibility of the CTS General Manager. Agency policy oversight is the responsibility of an appointed panel of elected officials. The three municipalities within the service area (Forks, Port Angeles, and Sequim) and Clallam County each appoint two elected representatives to our board. Legal counsel is at the disposal of the general manager and the board as needed. In accordance with state statutes, one labor representative serves as a non-voting member of the board.

TAXING AUTHORITY

Voters in Clallam County approved the collection of a sales tax not to exceed 0.3 percent of one cent to fund service in the PTBA. Through 1999, this local sales tax revenue was matched by revenues generated from the state motor vehicle excise tax (MVET). On April 25, 2000, Clallam County voters approved the collection of an additional 0.3 percent of one cent to replace revenue lost by the elimination of the MVET, thus providing a stable revenue stream to pay for public transportation services. As of 2019, we continue to collect 0.6 percent sales tax to help fund our services.

OPERATING ENVIRONMENT: POPULATION

As of the 2010 United States Census, there were 71,404 people, 31,329 households, and 19,713 families residing in Clallam County. The population density was 41.1 people per square mile. There were 35,582 housing units at an average density of 20.5 per square mile.

Out of the 31,329 households, 25.7 percent had children under the age of 18 living with them, 53.9 percent were married couples living together, 9.0 percent had a female householder with no husband present, and 33.5 percent were non-families. 28.1 percent of all households were made up of individuals and 13.4 percent has someone living alone who was 65 years of age or older. The average household size was 2.31 and the average family size was 2.78.

The 71,404 residents of Clallam County are largely concentrated in its three incorporated cities, Port Angeles (19,038), Sequim (6,606), and Forks (3,532). Other population centers include Carlsborg (995), Clallam Bay (363), Jamestown (361), Joyce, La Push (371), Neah Bay (865), and Port Angeles East (3,036). Outside of these areas, county residents live in low-density, rural environments.

Multiple tribal nations are located within our service area. The Jamestown S'Klallam Tribe, the Lower Elwha Klallam Tribe, the Makah Tribe, and the Quileute Tribe are the initial residents of the North Olympic Peninsula and share their rich history and culture with the residents and visitors of Clallam County.

As of the 2010 United States Census, there were 71,404 people, 31,329 households, and 19,713 families residing in Clallam County. The population density was 41.1 people per square mile. There were 35,582 housing units at an average density of 20.5 per square mile. The racial makeup of the county was 87.0 percent white, 5.1 percent American Indian, 1.4 percent Asian, 0.8 percent black or African American, 0.1 percent Pacific Islander, 1.8 percent from other races, and 3.8 percent from two or more races. Persons of Hispanic or Latino origin made up 5.1 percent of the population (Profile of General Population and Housing Characteristics: 2010 Demographic Profile Data, United States Census Bureau.)

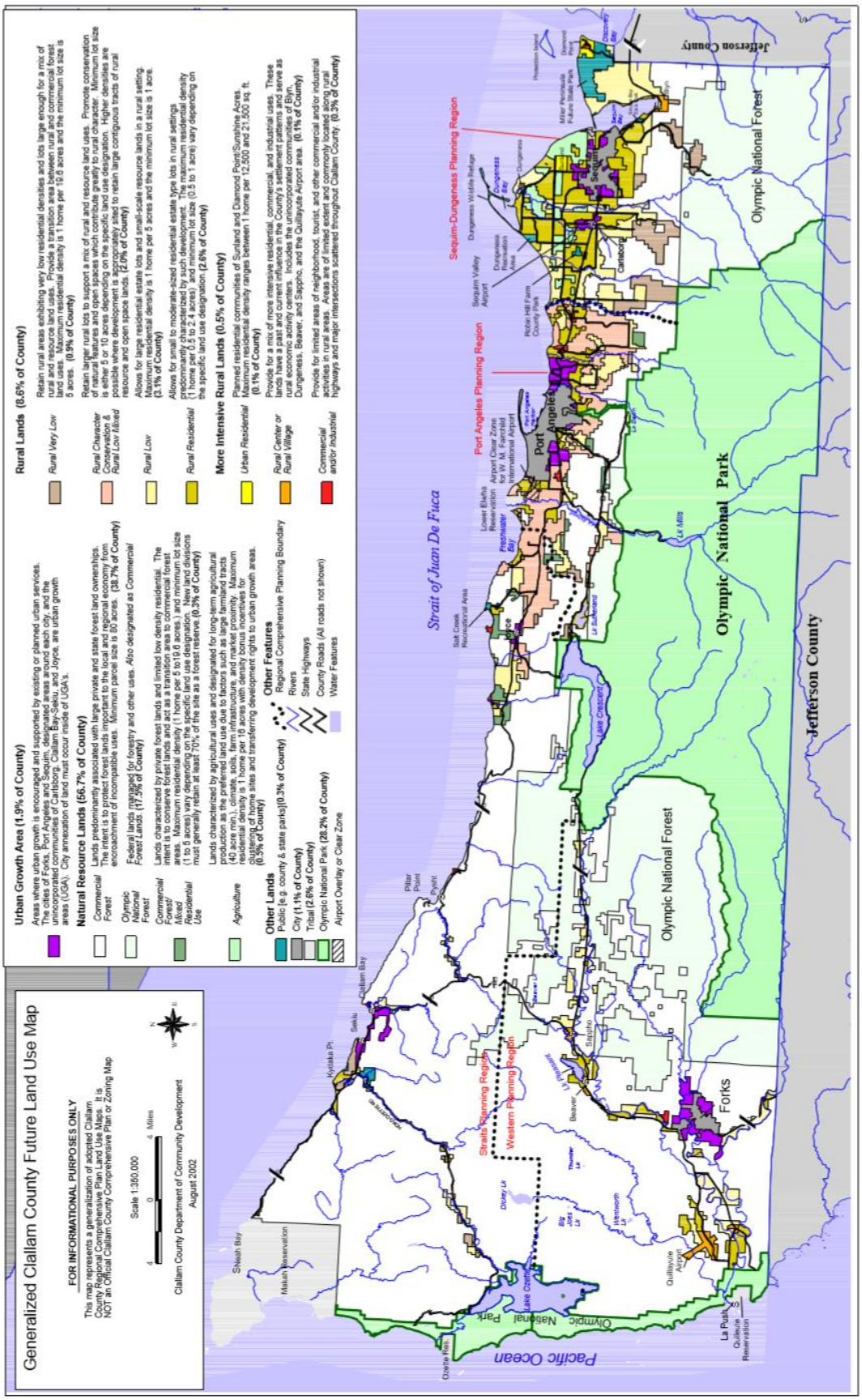
The population distribution of Clallam County challenges the provision of public transportation. Routes connecting communities must travel many miles through areas of very low population density with limited potential for ridership.

OPERATING ENVIRONMENT: LAND USE

Clallam County is located on the Olympic Peninsula in the northwestern corner of Washington State. According to the U.S. Census Bureau, the county consists of 1,738 square miles of land and 932 square miles of water.

According to 2002 data from the Clallam County Department of Community Development, approximately 57 percent of Clallam County consists of natural resource lands (including commercial forest, agriculture, and national forest land), 28 percent is part of Olympic National Park, 9 percent is rural land, 3 percent is tribal land, 2 percent is designated as the urban growth area, and 1 percent is urban areas.

With just one percent of the county designated with urban land uses, we must carefully balance our services to meet the intracity and intercity transportation needs of our customers.


Generalized Clallam County Future Land Use Map
FOR INFORMATIONAL PURPOSES ONLY
This map represents a generalization of adopted Clallam County Regional Comprehensive Plan Land Use Maps. It is NOT an Official Clallam County Comprehensive Plan or Zoning Map
Scale 1:360,000
4 0 4 Miles
Clallam County Department of Community Development
August 2002
Urban Growth Area (1.9% of County)
Areas where urban growth is encouraged and supported by existing or planned urban services. The cities of Forks, Port Angeles and Sequim, designated areas around each city, and the unincorporated communities of Carlsborg, Clallam Bay-Sekiu, and Joyce, are urban growth areas (UGA). City annexation of land must occur inside of UGA's.
Natural Resource Lands (56.7% of County)
Commercial Forest
Lands predominantly associated with large private and state forest land ownerships. The intent is to protect forest lands important to the local and regional economy from encroachment of incompatible uses. Minimum parcel size is 80 acres. (38.7% of County)
Olympic National Forest
Federal lands managed for forestry and other uses. Also designated as Commercial Forest Lands. (17.9% of County)
Commercial Forest/ Mixed Use
Lands characterized by private forest lands and limited low density residential. The intent is to conserve forest lands and allow a limited low density residential in these areas. Maximum residential density (1 home per 5 to 10 acres) and minimum lot size (1 to 5 acres) vary depending on the specific land use designation. New land divisions must generally retain at least 70% of the site as a forest reserve. (0.3% of County)
Residential Use
Lands characterized by agricultural uses and designated for long-term agricultural production as the preferred land use due to factors such as large farmlated tracts (40 acre min.), climate, soils, farm infrastructure, and market proximity. Maximum residential density is 1 home per 10 acres with density bonus incentives for clustering of home sites and transferring development rights to urban growth areas. (0.5% of County)
Agriculture
Other Lands
Public (e.g. county & state parks)(0.3% of County)
City (1.1% of County)
Tribal (2.6% of County)
Olympic National Park (28.2% of County)
Airport Overlay or Clear Zone
Other Features
Regional Comprehensive Planning Boundary
Rivers
State Highways
County Roads (All roads not shown)
Water Features
Rural Lands (8.6% of County)
Rural Very Low
Retain rural areas exhibiting very low residential densities and lots large enough for a mix of rural and resource land uses. Provide a transition area between rural and commercial forest land uses. Maximum residential density is 1 home per 10 0 acres and the minimum lot size is 5 acres. (0.9% of County)
Rural Character Conservation & Rural Low Mixed
Retain larger rural lots to support a mix of rural and resource land uses. Promote conservation of natural features and open spaces which contribute greatly to rural character. Minimum lot size is either 5 or 10 acres depending on the specific land use designation. Higher densities are possible where development is appropriately sited to retain large contiguous tracts of rural resource and open space lands. (2.0% of County)
Rural Low
Allows for large residential estate lots and small-scale resource lands in a rural setting. Maximum residential density is 1 home per 5 acres and the minimum lot size is 1 acre. (2.1% of County)
Rural Residential
Allows for small to moderate-sized residential estate type lots in rural settings predominantly characterized by such development. The maximum residential density (1 home per 0.5 to 2.4 acres) and minimum lot size (0.5 to 1 acre) vary depending on the specific land use designation (2.6% of County)
More Intensive Rural Lands (0.5% of County)
Urban Residential
Planned residential communities of Sunland and Diamond Point/Sunshine Acres. Maximum residential density ranges between 1 home per 12,500 and 21,500 sq. ft. (0.1% of County)
Rural Center or Rural Village
Provide for a mix of more intensive residential, commercial, and industrial uses. These lands have a past and current influence in the County's settlement patterns and serve as rural economic activity centers. Includes the unincorporated communities of Blyn, Dungeness, Beaver, and Sappho, and the Quillayute Airport area. (0.1% of County)
Commercial and/or Industrial
Provide for limited areas of neighborhood, tourist, and other commercial and/or industrial activities in the rural area. Areas designated are generally confined to logical outer boundaries, highways and major intersections scattered throughout Clallam County. (0.3% of County)
Strait of Juan De Fuca
Pacific Ocean
Olympic National Park
Olympic National Forest
Jefferson County
Port Angeles
Sequim
Forks
Port Angeles Planning Region
Sequim-Dungeness Planning Region
Strait Planning Region
Western Planning Region
Sekiu
Clallam Bay
Pillar Point
Jamestown
Dungeness
Carlsborg
Diamond Point
Discovery Bay
Protection Island
Miller Peninsula
Dungeness Wildlife Refuge
Dungeness Recreation Area
Sequim Valley Airport
Richter Hill Farm County Park
Port Angeles Airport
Airport Clear Zone for W. M. Fairchild International Airport
Lower Elwha Reservation
Freshwater Bay
Salt Creek Recreational Area
Lake Sutherland
Lake Crescent
Lake Pleasant
Beaver
Sappho
Thunder Lk
Dickey Lk
Big Creek Lk
Lake Ozette
Ozette Res.
Makah Reservation
Sheah Bay
Quillayute Airport
La Push
Quileute Reservation
Kydaka Pt.
Seiku

OPERATING ENVIRONMENT: ECONOMY

According to the U.S. Census Bureau, the median household income for Clallam County residents was $47,180 in 2016, approximately $15,000 less than the median household income for Washington State as a whole. Per capita income in Clallam County in 2016 was $26,967, 18 percent lower than the statewide average. 15.3 percent of the county's population lived in poverty in 2016, 4 percent higher than the statewide average.

Educational services, health care, and social assistance employees make up approximately 25 percent of the county's workforce. Retail trade (14 percent), the encompassing arts, entertainment, recreation, accommodation, and food services category (11 percent), and public administration (8 percent) round out the top employment industries of Clallam County's 28,000 employees. Approximately 23 percent of the workforce is employed by a governmental agency.

OPERATING ENVIRONMENT: TRAVEL

Clallam County is traversed by U.S. Federal Route 101, linking the county with the Puget Sound region to the east and coastal Washington to the south. Washington State Route 110 connects Forks with La Push, while State Routes 112 and 113 connect northwest coastal communities with U.S. 101. Arterial streets provide connections between these highways and local surface streets.

There is no commercial air service, except for charter services, provided at any of the county's five public use airports. William R. Fairchild International Airport (CLM) in Port Angeles was served by Kenmore Air until 2014. The nearest airports with commercial service are Victoria International Airport (YYJ) and Seattle-Tacoma International Airport (SEA).

Clallam County is connected to Victoria, British Columbia, by the Motor Vessel (MV) Coho ferry, operated by Black Ball Ferry Line, Inc. This private vehicle and passenger ferry crosses the Strait of Juan de Fuca four times daily during the summer months and once daily during the winter. This ferry connection results in an increase in tourist traffic to the City of Port Angeles, as the terminal is directly adjacent to the city's central business district. Our central bus station, Gateway Transit Center, is less than a block from the ferry terminal.

OPERATING ENVIRONMENT: TOPOGRAPHY AND CLIMATE

We operate in a diverse topographical and meteorological environment. Eastern areas of the service area tend to be flatter and drier, while the rugged western portion of Clallam County receives nearly ten feet of precipitation annually. This challenging environment threatens the roadways upon which the agency operates. In particular, US 101 and State Route 112 suffer from structural damage resulting from topography and precipitation.

Clallam County is not free from the risks of natural disasters. Earthquakes, tsunamis, floods, windstorms, wildfires, and landslides are known risks of the area and regular preparations are made for possible major events. We must remain prepared for the challenges and responsibilities we face in a natural disaster.

OPERATING ENVIRONMENT: ENERGY

Since many natural resources are limited, we recognize our role in supporting local, state, and federal conservation goals. Through responsible management, the agency can help ensure resources remain available for future generations to enjoy.

FIXED-ROUTE SERVICE

CLALLAM TRANSIT SYSTEM'S ROUTED BUS SERVICE

Our fixed-route service forms the backbone of the regional transit network. The quality of a transit agency's vehicles, passenger amenities, and transit centers is often indicative of the support the agency receives from the public it serves. We strive to provide a transit network that generates community pride and support.

GOAL OF FIXED-ROUTE SERVICE

Clallam Transit System's fixed-route service will provide a safe, comfortable, cost-effective, and efficient transportation option for Clallam County's residents and visitors.

TYPES OF FIXED-ROUTE SERVICE

1. RURAL FIXED-ROUTE SERVICE
   Rural transit service provides coverage to low-density areas of Clallam County, including incorporated cities with fewer than 5,000 residents. We expect this service to have lower ridership levels than our other service types due to lower population and job densities of areas served. Rural service relies heavily upon connections with other service types and transportation modalities for its success.

2. URBAN FIXED-ROUTE SERVICE
   Urban service serves Clallam County's incorporated cities having at least 5,000 residents. Urban service generally serves passengers with trip lengths of up to three miles and has a frequency of service that allows it to compete with walking. If a passenger can walk to his or her destination as quickly as waiting for and completing a trip made by transit (measured from origin to destination, including wait time at bus stops resulting from infrequent routes), the transit trip becomes significantly less attractive.

3. INTERCITY FIXED-ROUTE SERVICE
   Our intercity service connects the three incorporated cities of Clallam County. This service travels at higher average speeds in an attempt to compete with personal vehicles. Therefore, access points may be somewhat limited. Intercity service depends on transit connections or other transportation modalities available at both urban ends of the route, so that passengers can get to and from their final destinations after using the intercity service.

4. REGIONAL FIXED-ROUTE SERVICE
   Regional routes connect Clallam County with points of regional significance beyond the county's borders. Because of the distances covered by regional service, access points are very limited to allow for increased speed and competitiveness with personal vehicles. Regional fixed-route service is exempt from federal requirements for complimentary paratransit service.

FIXED-ROUTE SERVICE PRINCIPLES

1. NETWORK

Routes will be designed in the context of other routes and transit facilities. Transit routes are a part of a transportation network. Routes lacking strong connection to the greater network will perform more poorly than a well-connected route.

2. INDEPENDENT UTILITY

Routes will be designed to access a mix of uses and have utility independent of transfers. Routes serving multiple residential and commercial land use areas provide riders with more trip possibilities and therefore, enjoy higher ridership potential.

3. GENERALIZED SERVICE VERSUS SPECIALIZED SERVICE

Route design will focus more on generalized service, rather than specialized service, for greater ridership gains based upon equivalent capital investments. Routes attempting to serve a specific location are cost-intensive and generally have low demand in the subordinate direction.

4. MULTIPLE DESTINATIONS

Generalized service routes will be designed to serve multiple origins and destinations. Routes depending solely upon activity centers at terminals will underperform routes having intermediate origins and destinations along the route.

5. ROUTE TERMINALS

Routes will be designed with anchors in activity centers with healthy mixes of employment and housing. Ending a route in a low-density environment usually results in vehicles becoming progressively emptier as the route progresses. Strong anchors at each end of a route support higher ridership throughout the entire route.

6. INTERLINING OF ROUTES

Routes will be designed to interline with other routes, rather than terminating in a central business district. A route increases its usefulness for passengers when it continues to points beyond a central business district. Interlines work best when they do not reverse direction in the central business district (riders would not likely ride back in the direction of their origin).

7. ROUTE LENGTH

Routes will be designed to be as long as practicable without being wasteful, unreliable, or inoperable due to the lack of recovery opportunities. Longer routes have more origin-destination pairings, increasing their usefulness. Without a very high frequency of service, short routes compete with non-motorized modes of transportation.

8. ARTERIAL TRAVEL

Under most circumstances, routes will be designed to travel on arterials. Arterial streets are usually more structurally appropriate for fixed-route vehicles and provide a better balance of speed and access than residential streets. Exceptions to this principle would include locations where residential streets are used for turning a bus around, for safety reasons, or where a non-arterial street has been upgraded specifically for transit purposes.

9. SPEED VERSUS ACCESS

Routes will be designed specific to the speed and access needs of the areas/populations they serve. Generally speaking, the speed of a transit route decreases as access increases. Express services with few stops compete better with personal vehicles, but access to these services becomes limited. A balance of speed and access will be considered when planning routes.

10. CONVERGENCE OF ROUTES

Routes will be designed to converge on higher density centers and corridors to increase frequency and facilitate short, spontaneous trips. As multiple routes converge in a central business district, scheduling of routes will be considered to ensure a benefit from increased frequency (each of four buses per hour will pass a given point every 15 minutes, not two buses passing at the same time every 30 minutes).

11. ROUTE SPACING

Parallel routes will be spaced far enough apart so that service is not duplicative. Most passengers will walk up to ½-mile to access transit. Therefore, routes will generally be placed a minimum of one mile apart to avoid the unnecessary duplication of routes.

12. LOOPS AND CIRCLES

Under most circumstances, routes will be designed to avoid loops and circles. The shortest distance between two points is a straight line. Passengers do not want to travel out of direction to reach their destination, so loops decrease the attractiveness of transit. Loops also risk competition from faster, less expensive non-motorized modes.

13. MIDDLE GROUND

Where possible, routes will travel along corridors having ridership generators on either side in such a way that the route bisects destinations rather than skirting the periphery or along physical barriers such as rivers, ledges, or lakes. Topography and barriers will be considered when planning routes.

14. OPPORTUNITY COST AND CHANGE

Route design will focus more on providing good service and network design, rather than ridership preservation, to increase overall ridership. Reallocation or restructuring of service to better fit good service and network design will typically result in increases in ridership. Despite this opportunity, there will always be pressure to maintain current service in order to preserve current riders' travel habits. Hence, ridership growth will always be pitted against ridership preservation.

15. BUS STOPS

Fixed bus stops are preferred to flag stops. Bus stops add safety and predictability for passengers and drivers.

FIXED-ROUTE SERVICE POLICIES

Our service policies are based upon the fixed-route service principles and will be used by staff, the board, and the public to help guide decisions related to service planning. Some policies relate to the system in general, while other policies are geared toward a specific type of service. Our goal is that all of our services comply with these policies to the greatest extent possible.

1. SERVICE ALLOCATION

Transit agencies typically try to balance different (and sometimes competing) aspects of service allocation, including the geographic extent of service, the distribution of service among different geographic regions within the service area, and the percentage of the service area's total population served. Each aspect will be considered when determining policies for allocating service.

2. GEOGRAPHIC EXTENT OF SERVICE

Make fixed-route service available within ½-mile of at least 80 percent of Clallam County's residential population. Studies show that customers are willing to walk up to ½-mile to reach transit services. Attempting to serve every square mile of a rural county with fixed-route service would likely result in wasted resources and limited ridership potential. Adherence to this policy can be measured using census data.

3. DISTRIBUTION OF SERVICE TYPES

Allocate fixed-route service in a way that maximizes the overall efficiency of the transit system. Rather than identifying specific percentages, the distribution of service types will use ranges of percentages. This practice helps ensure a balance of coverage for areas of varying population densities.

The following maximum rates will guide our allocation of service:

- Rural Service: No more than 15 percent of annual fixed-route service hours
- Urban Service: No more than 50 percent of annual fixed-route service hours
- Intercity Service: No more than 50 percent of annual fixed-route service hours
- Regional Service: No more than 15 percent of annual fixed-route service hours

4. POPULATION SERVED

Provide more robust fixed-route service in areas with higher population densities. Because population density is a key indicator of transit ridership potential, it will be expected that areas of Clallam County with higher populations will be allocated more transit service than less dense areas.

5. SERVICE SPAN

Provide the broadest span of service financially and operationally possible. The span of transit service impacts the usefulness of transit for many riders. If service begins too late, many riders become unable to use transit for their commute. Likewise, service that ends too early limits riders from using transit for evening shopping, dining, or other activities. The benefits of a broad span of service must be weighed against the significant cost and staffing implications for the agency.

6. HEADWAY

Provide service frequencies that are appropriate for the type of service and the distances traveled. Frequent service allows passengers to use transit in a more spontaneous manner than schedules with infrequent service. However, providing excessive frequency adds unnecessary cost, decreasing the overall efficiency of the transit system.

7. STOP PLACEMENT AND SPACING

Balance access, speed, schedule, and safety when determining the location and spacing of bus stops. Bus stops provide riders and transit operators with reliable, understandable, and consistent locations to begin or end a transit trip. When bus stops are too close together, travel times increase due to the frequent stopping of the bus. When bus stops are too far apart, some riders may have difficulty accessing transit service.

Fixed bus stops will, at a minimum, include a Clallam Transit System bus stop sign informing passengers of service. Additional amenities, such as benches, shelters, waste receptacles, and bicycle racks, will be considered in relation to the ridership measured or anticipated at the stop.

When placing bus stops, we will consider the:

- Stop's relationship to high-demand destinations.
- Stop's proximity to intersecting routes and transit facilities.
- Ability for customers to safely access the stop from both sides of the street.
- Ability for the bus to quickly and safely reenter traffic.

8. ROUTE NUMBERING

Number our routes in a way that assists customers in orienting themselves in the transit network. Assigning route numbers by decades (10's, 20's, 30's, etc.) helps transit users as they plan trips. To reduce confusion, transit route numbers will not match Washington State route numbers. Therefore, Routes 101, 110, 112, and 113 will not be used. Route numbers will avoid matching route numbers used by adjacent transit agencies.

When a route changes significantly enough that it no longer resembles itself, a new number will be used. Additionally, several years will pass before a route number previously used is reintroduced on a new route.

We will use the following numbering scheme for routes in our network:

Location	Route Numbers
Points west of Port Angeles	10-19
Port Angeles	20-29
Points between Port Angeles and Sequim	30-39
Sequim	40-49
Points east of Sequim	50-59
Regional Routes	100-199 (except 101, 110, 112, and 113)

9. SERVICE AREA ADJUSTMENT

Review our service area on a regular basis to identify areas where additional transit service is warranted, or existing transit service is not warranted. Although our fixed-route service currently serves nearly every mile of state highway within Clallam County, it is possible that future changes in land use may warrant an adjustment of transit service. Staff will utilize proven transit planning methods and solicit public input to determine areas of potential modification.

Several tribal nations provide transit service to areas within Clallam County. It is possible that, following consultation with each tribal nation, a cooperative expansion of our services to tribal lands could be feasible.

Additionally, the geography of Clallam and Jefferson Counties lends itself to cooperation between the two transit agencies. It is possible that a consolidated public transportation benefit area could prove beneficial from both financial and service standpoints.

FIXED-ROUTE SERVICE STRATEGIES

In an effort to improve the fixed-route services we provide to the communities we serve, the following strategies are recommended by this Comprehensive Plan, where practicable and feasible:

- **Designate fixed bus stops in incorporated areas in accordance with stop placement policy**
- **Replace "loop" routes with linear routes**
- **Expand span of service to meet the needs of passengers with various scheduling needs**
- **Regularly review route performance to improve network efficiency**
- **Cooperate with other partner agencies to ease the placement of bus stops**
- **Cooperate with other transit agencies to ensure smooth regional connections**

DEMAND-RESPONSE SERVICES

CLALLAM TRANSIT SYSTEM'S PARATRANSIT AND DIAL-A-RIDE SERVICES

An essential component of the suite of services provided to area residents and visitors is demand-response services. We provide two types of demand-response service: paratransit and dial-a-ride. These two services provide accessibility for passengers who are out of our fixed-route service area, not able to ride the fixed-route service due to disability or have reached an age that allows access to additional services.

GOAL OF DEMAND-RESPONSE SERVICES

Demand-response services will compliment Clallam Transit System's fixed-route service and be in compliance with all federal regulations.

TYPES OF DEMAND-RESPONSE SERVICE

1. PARATRANSIT

   Clallam Connect is our paratransit service. We provide this service in compliance with the Americans with Disabilities Act of 1990, serving those passengers who have completed an application and proven they meet at least one of the following criteria:

   - Are unable to access a bus stop due to a disability;
   - Are unable to get on or off a lift/ramp-equipped fixed-route transit vehicle due to a disability; and/or
   - Cannot successfully plan and execute a fixed-route transit trip due to a disability.

   In addition, we extend eligibility for paratransit service to include all persons 80 years of age or older, regardless of disability status.

   Clallam Connect serves any location within Clallam County accessible to paratransit vehicles. In compliance with federal law, locations within ¾-mile of any fixed route are served at a fare of no more than twice the fare of comparable fixed-route service. Locations located beyond the ¾-mile boundary are currently served upon payment of an additional per-mile fare.

   Because paratransit service serves far fewer passengers per revenue hour, it is much more expensive to operate than fixed-route service. Therefore, passengers are encouraged to use our fixed-route services whenever possible.

2. DIAL-A-RIDE

   Our dial-a-ride service provides additional demand-response service to designated areas where regularly scheduled fixed-route service is not available. Dial-a-ride service is available within the designated boundaries to anyone who lives in or needs travel to any point in the service area. The pick-up and drop-off points may be the closest suitable intersection to the passenger's destination that enables the passenger to transfer to a fixed-route bus to complete their trip.

We will adapt dial-a-ride service as new routing technologies and cost-effective, low-density transportation modalities become available, and determined to be beneficial in lieu of fixed-route service, in order to reduce the pre-scheduling time and improve passenger service.

DEMAND-RESPONSE SERVICE PRINCIPLES

1. PURPOSE

   Demand-response is an origin to destination, shared ride service. It is not a taxi service and, like the fixed-route service it compliments, may require waits, out-of-direction travel, and transfers. Depending upon the needs of passengers, the service may extend as far as the exterior doors of the passenger's origin and/or destination.

2. COMPLIANCE AND SERVICE AREA

   Comply with federal service criteria. The Americans with Disabilities Act (ADA) sets specific service and eligibility criteria for Clallam Connect demand-response services. These guidelines ensure passengers receive the transportation services they require.

   Clallam Connect service is required within specified distances of fixed-route service. Although we may wish to provide service in additional areas than those required, costs increase substantially as the service area expands. The dial-a-ride service area is based upon the availability of fixed-route service and the population density of the area.

DEMAND-RESPONSE SERVICE POLICIES

1. SAFETY

   Require safety belt use for all demand-response riders, unless specifically exempted by a physician's note, and require securements for mobility devices. Safety devices aboard demand-response vehicles help maintain safety for customers and employees.

2. RESERVATIONS

   Provide passengers with a seven-day window for booking trips using demand-response services. This window allows customers enough time to make plans. This is especially important for those wishing to use these services to reach medical appointments.

3. DIAL-A-RIDE ELIGIBILITY

   Dial-a-ride service is available to anyone who needs to travel to or from any point in the designated service area.

4. DIAL-A-RIDE SERVICE AREA

   Dial-a-ride service runs north of Highway 101 from Old Olympic Highway intersection east to Blake Avenue in Sequim.

5. CLALLAM CONNECT ELIGIBILITY

   Determine Clallam Connect service eligibility upon the customers' specific trip needs. Clallam Connect will provide customers whose eligibility is dependent upon specific conditions (stop too far to reach on foot, sensitivity to extreme temperatures, etc.) with transportation only for trips where these conditions exist. This policy ensures that public resources are used responsibly and fairly.

Limit eligibility for paratransit service to persons meeting federal guidelines or persons at least 80 years of age. Because of the high cost of providing paratransit service, we will uphold strict eligibility guidelines.

6. CLALLAM CONNECT SERVICE AREA

Serve all accessible locations within ¾-mile of a fixed-route service route. Serving areas beyond the ¾-mile boundary results in increased costs that, unless recovered completely by per-mile pricing, creates a significant financial hardship on the agency.

Require at least 100 percent recovery of all operating costs directly incurred as a result of providing service to areas beyond the ¾-mile boundary. Because offering service beyond the ¾-mile boundary is not required by federal law, this service will not be subsidized at the same rate as mandated service.

7. CLALLAM CONNECT SERVICE SPAN

Provide service at times mirroring the service times of fixed-route service. To be consistent with passengers on fixed-route service, Clallam Connect service will operate with a similar span and frequency as fixed-route service. This helps avoid incentivizing the use of the more expensive paratransit service.

8. CLALLAM CONNECT TRAVEL TIME

Provide comparable travel times to fixed-route service. When calculating travel time as a comparison, time spent by a fixed-route customer to reach a transit stop, wait for a transit vehicle, reach their destination, and transfer, if applicable, will be considered.

DEMAND-RESPONSE STRATEGIES

In an effort to improve the demand-response services we provide to the communities we serve, we will:

- **Limit eligibility to a trip-by-trip basis for clients with conditional eligibility.**
- **Improve the accuracy of eligibility testing through the use of mobility coordination.**
- **Make more frequent use of transfers to minimize system redundancy.**
- **Increase the enforcement of no-show and late cancellation policies to reduce unnecessary trips.**
- **Explain fixed-route service whenever demand-response services are explained in public forums.**

VANPOOL

CLALLAM TRANSIT SYSTEM'S EXTENSION

As our ridesharing program, the vanpool helps extend the reach of the agency's services beyond its fixed-route network and schedule. Vanpools are generally used by commuters whose work schedules do not match with existing fixed-route service, who work in areas not served by fixed-route bus service, or who prefer a cost-effective alternative to driving alone. We own, maintain, and insure the vans, and fares are set to recover the cost of providing the service.

GOAL OF VANPOOL

Clallam Transit System's ridesharing program will reduce the total miles driven by privately-owned vehicles in Clallam County at no direct cost to the agency.

VANPOOL PRINCIPLES

1. PURPOSE
   The vanpool meets transportation needs not served by other modes of public transportation. The vanpool will not directly compete with fixed-route service. It can, however, efficiently move small groups of people in a way that reduces operating costs and energy consumption.

2. SERVICE AREA
   The vanpool is a regional service that can extend beyond Clallam County's borders. Vanpools with only one endpoint in Clallam County broaden employment opportunities for job seekers throughout the region.

3. BENEFITS
   The vanpool must compete reasonably with the cost, speed, and convenience of driving alone or carpooling. If the vanpool is too expensive, too slow, or too inconvenient, travelers will seek other alternatives.

4. CONVENIENCE
   Vanpool is flexible. Vanpools can be scheduled to coincide with work schedules, increasing the convenience of the service.

5. CONNECTIVITY
   The vanpool requires connections. Vanpool users typically require another mode of transportation to reach the starting point of the vanpool trip. Facilities for drivers, transit users, cyclists, and pedestrians at vanpool meeting points increase the convenience of the service.

VANPOOL POLICIES

1. EQUIPMENT
   Offer appropriately sized vans for vanpool use. Offering a variety of van sizes increases the efficiency of the service, reducing the cost for users.

2. SERVICE AREA

All vanpools will have at least one endpoint within Clallam County. By only requiring one endpoint to be within Clallam County, the number of employment centers and residential areas served by the vanpool increases significantly. This increases job opportunities for residents throughout the region.

3. COST

Vanpool fares will recover 100 percent of the direct costs of providing the service. The vanpool program will be operated in such a way that reduces costs to users.

4. CONVENIENCE

The vanpool is flexible. Vanpools can be scheduled to coincide with work schedules, increasing the convenience of the service.

5. SAFETY

Use vehicles inspected frequently and operated by trained drivers. To ensure the safety of vanpool users and other traffic participants, vanpools will only be driven by drivers who have completed a Clallam Transit System training course.

6. COORDINATION

Facilities and/or policies will exist to support the connection between other modes of transportation and the vanpool. Improving options for vanpool users to access the service increases the convenience of the service. Options such as bike racks, parking stalls, sidewalks, and transit passes all support increased vanpool usage.

VANPOOL STRATEGIES

In an effort to improve the vanpool services provided to the communities we serve, we will:

- **Develop and distribute promotional materials to regional employers.**
- **Evaluate the cost/benefit of adding smaller vans (minivans) to the vanpool fleet.**
- **Evaluate common paths of vanpools to ensure non-competition with fixed-route service.**
- **Utilize alternative fuels for vanpool vehicles whenever feasible and appropriate.**

FUTURE MODES AND METHODS

CLALLAM TRANSIT SYSTEM'S ABILITY TO ADAPT TO CHANGE

Rapid advancements in transportation technology require us to remain current in mobility options for residents and visitors. Ridesharing apps, personal vehicle sharing, bike shares, and other options could provide opportunities to better meet our goal of providing the best public transportation network possible. By staying up to date on transportation modes and research, staff can make better informed decisions regarding the adoption and/or integration of future advancements.

GOAL OF FUTURE MODES AND METHODS

Clallam Transit System will utilize future transportation modes when doing so serves stakeholders effectively and efficiently.

FUTURE MODES AND METHODS POLICIES

1. RESEARCH
   Staff will exercise due diligence in researching new or untested modes and technologies. There is inherent risk involved in being "the first one on the block" to use a new technology. A proper balance of research and risk will be reached to avoid predictable failures.

2. COST
   The cost of implementing a new mode or technology will be proportionate to the number of anticipated users. The cost per use will be considered to ensure a new mode or technology does not disproportionately come at the expense of others using time-tested means.

3. SAFETY
   The safety of customers and their information is paramount. New modes and technologies must maintain our unwavering dedication to safety.

FUTURE MODES AND METHODS STRATEGIES

In an effort to improve the services provided to the communities we serve, we will:

- **Visit partner agencies making use of new modes and methods.**
- **Research successful and unsuccessful implementation examples.**

SYSTEM INTEGRATION

CLALLAM TRANSIT SYSTEM'S COORDINATED SERVICES

We operate a transportation network serving the needs of the traveling public throughout Clallam County. This network works most efficiently when the various modes complement each other, other transportation modes, and complete street infrastructure that encourages walking and bicycling. Both internally and to the public, we will encourage users to make full use of the entire suite of our services and integrate those services with walking, bicycling, carpooling, and other transportation modes that reduce reliance on single occupant vehicle trips.

GOAL OF SYSTEM INTEGRATION

Clallam Transit System will evaluate and apply, when feasible, multi-modal opportunities to enhance changes to amenities, facilities, or service.

SYSTEM INTEGRATION PRINCIPLES

Integrating our various services encourages use of service by offering diverse modes of transportation to a diverse population.

1. VANPOOL > FIXED-ROUTE
   Members of the vanpools can make use of our fixed-route service for spontaneous midday trips or for an alternate ride during non-standard work hours.

2. VANPOOL > DEMAND-RESPONSE
   Customers who use the vanpools and are eligible for demand-response services can utilize the service to reach the start and end points for the vanpool trip.

3. DEMAND-RESPONSE > FIXED-ROUTE
   Demand-response users can turn to fixed-route services in urban centers with bus stops that are accessible and close to businesses.

4. DEMAND-RESPONSE > VANPOOL
   Demand-response users can expand the range of job opportunities by joining a vanpool.

5. FIXED-ROUTE > VANPOOL
   Using fixed-route service to reach vanpool origin points reduces the need for large parking lots and increases fixed-route ridership.

6. FIXED-ROUTE > DEMAND-RESPONSE
   Fixed-route customers who, over time, become eligible for demand-response make an easy transition by being already familiar with our services and options.

SYSTEM INTEGRATION POLICIES

1. RESEARCH

   Seek opportunities to integrate systems. Many elements are to be considered such as potential use, parking, proximity to housing or employment, connection to trails or paths.

2. COST

   The cost of adding amenities will be proportionate to the number of anticipated users. The cost will be a consideration, and research will be conducted to anticipate use by the public.

3. SAFETY

   The safety of customers is paramount. We will ensure that areas of interest are thoroughly evaluated for lighting, security, traffic and pedestrian safety.

SYSTEM INTEGRATION STRATEGIES

In an effort to improve our service, we will:

- **Evaluate areas within proximity of transit routes or stops for feasibility of connecting with other modes of transportation.**
- **Work with jurisdictions to consider transit amenities to enhance multi-modal concepts or opportunities.**
- **Seek cost effective private/public partnership opportunities for service delivery.**

INFRASTRUCTURE

CLALLAM TRANSIT SYSTEM'S FACILITIES AND EQUIPMENT

Investments in infrastructure help us meet our mission to provide safe and reliable public transportation. Through the Transit Development Plan, we identify and prioritize investments to ensure cohesion with our short- and long-term planning goals. Without a regular and thoughtful review of infrastructural investments, unnecessary financial and human resources may be spent on projects failing to advance our goals.

GOAL OF SYSTEM INFRASTRUCTURE

Investments in Clallam Transit System's infrastructure will be made in a fiscally and environmentally responsible manner in support of the agency's mission and goals.

INFRASTRUCTURE PRINCIPLES

1. SUPPORT

   Successful infrastructure investments align with the mission, long-term goals, and long-range plan of a transit agency. To ensure that infrastructure investments are cost-effective, useful, and efficient, capital projects must support long-term agency objectives. Infrastructure built with the support of our coordinated long-range vision is more likely to succeed than infrastructure built independent from system-wide goals.

2. OPERATING IMPLICATIONS

   System infrastructure has long-term implications for operational functionality. The design and siting of infrastructural investments can have significant long-term operational costs and impacts. These impacts will be considered as projects are developed.

3. FISCAL RESPONSIBILITY

   The public expects transit agencies to make infrastructural investments in a fiscally responsible manner. Customers and other non-riding taxpayers provide the funding necessary for our infrastructure improvements. Therefore, expenditures will be made in a way that maximizes benefit while protecting against waste.

4. PREVENTATIVE MAINTENANCE

   Performing preventative maintenance extends the life of capital investments and can reduce the need for premature replacement. Conducting regular maintenance on capital investments is often more cost-effective and environmentally friendly than replacing a facility. However, action will be taken once maintenance costs exceed replacement costs.

5. STRATEGIC OPPORTUNISM

   When faced with free or low-cost capital opportunities, long-term operating expenses will be considered to prevent these investments from becoming liabilities. Free or inexpensive land or facilities offered to Clallam Transit System may seem too good to decline. However, seemingly excellent development opportunities can become burdensome liabilities if not part of a long-range plan to improve service. While refusing donated or discounted capital may seem unwise, in some cases doing so prevents future financial strains.

6. CAPITAL INVESTMENT YIELDS

Not every dollar of investment yields the same benefit. Capital investments will be designed to provide the greatest benefit. Cost effectiveness will vary and may not be subject to the same metrics.

INFRASTRUCTURE POLICIES

1. CAPITAL INVESTMENT CONSIDERATIONS

Use a variety of considerations to evaluate the benefits of proposed capital projects.

A. ***Impacts to operations:*** Consider the impacts on operational cost, staff requirements, speed and reliability of service, and how the project supports the transit network and system.

B. ***Impacts to the customer experience:*** Consider the impacts on ridership, customer comfort, and usability of the system.

C. ***Expected lifetime:*** Consider options that may increase durability, reduce maintenance needs, and add value relative to the cost. Consider the expected useful lifespan of the capital investment.

D. ***Impacts to safety and the environment:*** Consider safety, environmental, and other related impacts in comparison to expected impacts to customers and/or employees.

2. SPECIFIC INFRASTRUCTURE

A. ***Property:*** Consider the capital investment considerations listed above prior to any sale or acquisition of property. Align any changes to our property ownership with our overall goals.

B. ***Transit Centers:*** Invest in capital improvements aimed at making transit centers safe, comfortable, accessible, economically feasible, and operationally efficient.

C. ***Park and Ride Lots:*** Carefully locate new park and ride facilities to maximize benefit and minimize negative financial, operational, and environmental impacts.

3. PASSENGER AMENITIES

A. ***Bus stops:*** All fixed bus stops will feature uniform signs mounted in a manner identifying the area as a Clallam Transit System bus stop. Signs will provide legible, accurate, and ADA-compliant information.

B. ***Benches:*** Passenger seating will be considered wherever:

a. 10 or more average weekday boardings occur.
b. Two or more bus routes converge.
c. An adjacent ridership generator has a high proportion of users with limited mobility.

C. ***Shelters:*** Shelters can encourage ridership by protecting waiting customers from inclement weather. Shelters also provide a location for posting important rider information. The placement and maintenance of shelters or other weather cover for passenger waiting areas will be encouraged wherever appropriate, including wherever:

a. 25 or more average weekday boardings occur.
b. Two or more bus routes converge.
c. An adjacent ridership generator has a high proportion of users with limited mobility.

D. ***Lighting:*** Pedestrian-scale lighting will be provided whenever possible at stops, benches, and shelters.

E. ***Bicycle facilities:*** Bicycles play an important role in solving the “first/last mile problem” faced by many transit users. We will accommodate bicycles at its facilities and on our vehicles.

F. ***Pedestrian infrastructure:*** Almost all transit users are also pedestrians. As funding allows, we will partner with other agencies and local jurisdictions to improve pedestrian infrastructure in locations where there is a direct and tangible benefit to its customers attempting to access a transit stop or facility.

G. ***Accessibility:*** We will partner with agencies and jurisdictions to ensure bus stops are accessible to passengers using mobility devices. Such investments in infrastructure can often reduce long-term paratransit operational expenses.

4. CAPITAL IMPROVEMENT PLANNING

A. ***Transit Asset Management Plan:*** We will maintain a transit asset management plan that covers a period of no less than six years and is in conformance with the Comprehensive Plan.
B. ***Capital Projects:*** Capital projects will adhere to the priorities listed within this section.
C. ***Capital Program Categories:*** Capital projects will be organized into categories to organize and communicate overall capital plans:
   a. Vehicles
   b. Facilities – Maintenance and Administration
   c. Facilities – Passenger and Operational
   d. Technology

INFRASTRUCTURE STRATEGIES

In an effort to improve our infrastructure, we will:

- **Maintain a transit asset management plan that outlines projects for each of the program categories listed in the Infrastructure Policies section above.**
- **Develop design standards for bus stop areas and amenities.**
- **Develop a plan to address transit accessibility issues for customers.**
- **Periodically review bus stop conditions and amenities.**

PUBLIC INPUT AND COMMUNICATIONS

CLALLAM TRANSIT SYSTEM'S CONNECTION WITH THE PUBLIC

We are funded by the public to achieve a public good, and our actions and decision-making processes should be accessible and transparent to public input and scrutiny.

GOAL OF PUBLIC INPUT AND COMMUNICATIONS

Clallam Transit System will communicate openly, frequently, and honestly with the community it serves.

PUBLIC INPUT AND COMMUNICATIONS PRINCIPLES

The principles listed below describe the foundation for our communication with the public:

1. CONTINUOUS
   Frequent, honest, and open communication with the public demonstrates our commitment to transparency. Changes to transit service can have unforeseen impacts on the community. Open communication with stakeholders can help identify these impacts before unintentional harm occurs.

2. ACCOUNTABLE
   Proper recording of our actions increases our public accountability. Public records allow for a common understanding of the agency's decisions and policies. Sharing these records with the public increases the public's trust in Clallam Transit System.

3. ACCESSIBLE
   Providing access to non-technical documents, presentations, and other reports allows the public to monitor and respond to our decisions. Industry jargon can make it difficult for a lay person to understand transit agencies' documents. Keeping things simple and accessible allows the public to trust that we conduct our business honestly.

4. TWO-WAY COMMUNICATION
   Communication with the public will be a conversation, not a dictation. Public transit agencies serve the public. Therefore, the public has the right to share its opinion of an agency's services.

5. TIMELY
   Sufficient time will be provided to allow members of the public to provide thoughtful input. The request for public feedback will not be an "empty" request. The public will be given sufficient time to learn about, understand, and respond to our proposed actions.

6. PURPOSEFUL
   Communication with the public will be conducted by knowledgeable staff trained to work with the public. Questions answered poorly or, even worse, inaccurately, creates frustration and disappointment. Accurate information provided by competent staff members creates trust and confidence.

7. DIVERSE

Communications will be delivered through various methods to reach the greatest number of people. Traditional communication methods, such as newspaper and postal mailings, along with modern technological methods, such as social media, will be employed to present a balanced approach to Clallam Transit System's communications.

PUBLIC INPUT AND COMMUNICATIONS POLICIES

1. SERVICE CHANGES

Prior to initiating service changes, we will undertake public outreach at a level reflecting the significance of the proposed changes. Public hearings, when appropriate, will be held at transit-accessible locations in the areas where changes are proposed to occur and will be coordinated with fixed-route schedules. Public outreach targeted to specific geographic areas or routes is appropriate when proposed changes are limited in scope. However, when proposed service changes have a broad impact or will likely impact a significant percentage of users, a more robust public outreach plan will be utilized.

2. FARE CHANGES

Prior to initiating a change to its fare structure, we will carry out a board-approved public outreach plan. Fare structure changes can have significant impacts on our customers. Therefore, any change proposal will include a public outreach plan approved by the agency's board.

3. BUS STOP CHANGES

If a change to a stop is estimated to impact at least 10 percent of a route's total ridership, public input will be solicited prior to enacting the change. A stop serves as the point at which a rider accesses the transit network. Stop changes will be undertaken with regard to safety, stop spacing, roadway conditions, and proximity to destinations.

4. TRANSIT DEVELOPMENT PLAN

Hold at least one public hearing while developing our program for each annual update. As a public transportation benefit area in Washington State, we are required to prepare a six-year transit development plan and annual report. This document provides updated information to the Washington State Department of Transportation on our activities.

5. COMPREHENSIVE PLAN

Provide opportunities for public input whenever we update the Comprehensive Plan. Substantive changes to the Comprehensive Plan will require a public outreach plan and public hearing.

6. TITLE VI REPORTING

Take steps to ensure no disproportionate impact to protected classes occurs during service and fare structure changes. As a public transportation benefit area in Washington State and subrecipient of funding from the Federal Transit Administration, we are required to maintain a Title VI program to monitor and ensure compliance with 49 CFR Part 21.

PUBLIC INPUT AND COMMUNICATIONS STRATEGIES

In an effort to keep the public and businesses informed, we will:

- **Aggressively pursue public outreach opportunities at community events to educate and gather public input regarding our services and activities.**
- **Communicate via local newspaper, internet, social media, radio, flyers, and mailings to group, organizations of community members, and others as appropriate.**
- **Public comment will be reviewed, recorded, and if warranted, responded to accordingly.**
- **Budgets, major service changes, and planning documents as required by law or requested by our board, will be advertised and open for public comment.**

REVENUES AND FARES

CLALLAM TRANSIT SYSTEM'S FISCAL RESPONSIBILITY

We maintain a convenient, reasonably priced fare structure aimed at increasing ridership within its service area. The fare structure was last revised March 2017.

A variety of methods exist for fare payment. To reduce the time required for on-board fare collection, the use of one of the pre-payment methods is encouraged. Employer-sponsored, organization-based, student, and summer youth passes all provide customers with easy to use access to our services. Paper tickets and mobile ticketing smart-phone applications are alternative ways to purchase pre-paid fare media. Of course, cash and coin are accepted at fare boxes aboard all of our vehicles.

Numerous other revenue sources exist for funding our operating costs. Tax revenues from both federal and state allocations, as well as from taxes assessed with the public transportation benefit area, provide the significant portion of our financial resources. Government grants and revenues from advertising, parking, and other sources further fund operating costs. These revenues will be used in a manner that upholds our role as a responsible steward of community funds.

GOAL OF REVENUES AND FARES

Clallam Transit System's revenue structure will appropriately balance farebox, tax, grant, and other revenues to provide high-quality and accessible service.

REVENUES AND FARES PRINCIPLES

The principles listed below define our fare structure. They provide guidelines to ensure the fundamental ideas behind the fare structure are understood by all. These principles are unchanging and will continue to serve as guidance for new and existing fare policies.

1. FARES MATTER
   Achieve ridership increases by making public transportation cost-effective and simple to use. Depending on the operating environment, type of transit service and current market demand, fare changes can increase or decrease ridership. The imposition of fares for most transit agencies means there is opportunity to provide more service to more people with the additional revenues.

2. REVENUES AND SERVICES
   The amount of revenue collected correlates with the potential amount of services able to be provided. The amount of service we are able to provide is tied to the amount of revenue available from fares, taxes, grants, and other funding sources. When these revenue sources rise or drop, we must make decisions about the service level provided to maintain a sustainable budget.

3. DIVERSE RIDERSHIP
   Recognize the diversity of trips measured in customer attributes, distance, travel times, and purpose by providing a range of fare options. Many youths, college students, riders with disabilities, and low-income riders rely on us to serve their transportation needs. A fare structure recognizing the diversity of customers' needs increases the use of our services.

4. OTHER REVENUES – SUPPLEMENT FARES

The collection of tax, funding from grants, parking, and other non-fare based revenues supplement revenue generated by customer paid fares. Although transit agencies often desire to be more dependent upon fares, non-fare based revenue sources help to keep service levels higher than would be supported by fares alone.

5. FISCAL RESPONSIBILITY

The fiscally responsible use of revenues increases the public's confidence in transit agencies. A large portion of our revenues come from tax-based funding sources. To earn taxpayer's confidence, we will strive to be viewed as operating in a fiscally responsible way. We will always strive to achieve its objectives with the greatest efficiency and minimal waste.

6. ALIGNMENT WITH AGENCY PRIORITIES

Revenue sources will support the priorities of an agency. A funding source, such as grants, will not define the priorities of an agency. Some revenue sources, such as grants, often have specific stipulations that may not align with our stated priorities and goals. Ensuring revenue sources support the agency's priorities reduces wasteful spending and improves our overall public image.

REVENUES AND FARES POLICIES

Revenues

1. STATE AND FEDERAL FUNDING

Work to maximize funding from state and federal sources, as well as support efforts to increase such financial resources. State and federal funds are important for us to be able to maintain a desirable level of service. By supporting efforts to increase the available state and federal funding sources, we may find ourselves in a position to be better able to provide improved services to customers throughout the region.

2. PURSUIT OF GRANTS

Pursue grants in alignment with our priorities and the public good. Occasionally, grants are pursued simply for the attached dollars. Such grants have the potential to direct the agency's attention away from its stated goals and priorities. By pursuing grants that directly support our priorities, we help to ensure the responsible use of revenues.

3. ADVERTISING

Limit advertising, with any advertising done consistently with jurisdictional and community standards. Advertising provides an important source of revenue. However, the negative impacts of advertising on Clallam Transit System riders and other community members can be notable. We will recognize this and ensure the attempt to secure revenue does not negatively impact public perception or ridership.

4. DEBT

Incur no debt. We operate on a pay-as-you-go basis. We will not incur debt or agree to other financial commitments beyond the balance of current or projected revenues.

5. NON-TRADITIONAL REVENUE SOURCES

Review the appropriateness, desirability, and purpose of potential non-traditional revenue sources. Numerous non-traditional funding sources, ranging from corporate sponsorship to donations in-kind to

partnerships could potentially support achieving our goals and policies. Prior to acceptance of such revenues, we will ensure the legality and implications surrounding such revenue sources.

Fares

The following fare policies articulate the guidelines for determining our fare structure and collection. Each policy contributes to specificity and provides guidance towards reaching the overall goal of fare collection. These policies together establish a framework for determination and collections of fares.

1. PHILOSOPHY

   Encourage ridership by providing a convenient and reasonably-priced method for people to enjoy the advantages of public transportation. Fares are only one of many factors influencing ridership numbers. However, we will encourage ridership by following the principles described earlier in this section and providing a sensible fare structure and payment method.

2. DETERMINATION OF FIXED-ROUTE FARES

   Maintain a system-wide fixed-route farebox return objective of no more than 15 percent of the fully allocated costs of the service. We have a pro-ridership philosophy in determining fares; that is, ridership will be encouraged, even if that means riders pay a small share of the actual cost of the service.

3. COMPLEXITY OF FARE STRUCTURE

   Minimize complexity – emphasize a simple and easily understood system.

4. PRE-PAYMENT OF FARES

   Increase pre-payment and reduce the use of cash. Prepayment of fares eliminates delays caused by on-board fare payment, increases the reliability of revenues, and encourages the use of transit for spontaneous trips. Increasing access to methods of pre-payment supports this policy. Examples of pre-payment methods include smart-phone apps, institutional bus pass programs, monthly and day passes.

   By contract, monthly billing and post-payment may be allowed for employers, institutions, and other groups participating in special pass programs. When possible, existing identification cards may be used to develop and implement pass programs for groups.

5. LOW-INCOME FARES

   Support opportunities for low-income individuals to use public transportation at a discounted cost. Opportunities for low-income individuals to use public transportation will be made available through community programs subsidizing the purchase of standard fare instruments, rather than as direct discounts or special fare structures. This strategy helps manage eligibility challenges and supports broader social service goals of the communities we serve.

REVENUES AND FARES STRATEGIES

In an effort to balance revenues to provide high quality and accessible service, we will:

1. CONTINUE TO RESEARCH ALTERNATIVE FARE MEDIA

   Continue to evaluate opportunities to improve the ease of fare payment for customers. By exploring simplified payment options such as rolling monthly passes, transit ridership plans, smartcard or smartphone

improvements, we may be able to improve speed and reliability (quicker payment means the bus may leave the stop sooner) and increase transit attractiveness. Additionally, we will investigate fare structures that charge in proportion to the services provided.

2. CONDUCT PERIODIC REVIEWS OF FARE STRUCTURES

Review its fare structure on a regular basis to ensure its compliance with the Comprehensive Plan and any applicable laws. Because the fare structure also has an effect on ridership levels, impacts to ridership stemming from the fare structure will also be considered during a periodic review.

INTERAGENCY COORDINATION

CLALLAM TRANSIT SYSTEM'S COOPERATION WITH MUNICIPALITIES AND OTHER COMMUNITY AGENCIES

We do not operate in a vacuum. On the contrary, we will only achieve our potential by working cooperatively and actively with municipalities and other agencies in our service area.

GOAL OF INTERAGENCY COORDINATION

Clallam Transit System will actively communicate and coordinate with the municipalities and agencies in its service area.

INTERAGENCY COORDINATION PRINCIPLES

The principles listed below describe the foundation for our interagency coordination:

1. BUILDING STRONG PARTNERSHIPS

   Building strong partnerships with other agencies strengthens our position in the community. We operate our vehicles on infrastructure managed by other agencies. Working cooperatively with other agencies allows us to be proactive as changes are planned to its operating environment, rather than functioning reactively to surprises. Having transit's voice at the table when transportation and other community manners are discussed benefits users and funders of public transportation.

2. REACHING UNDERSERVED POPULATIONS

   Partnering with a broad range of agencies increases the likelihood of reaching underserved populations. Our services are designed to reach the entire community. Because other agencies have already built strong community connections, especially with traditionally underserved populations, we can broaden our reach by partnering with these agencies. In particular, schools, housing, health, education, immigration, transportation, and public safety agencies can provide a wealth of information and experience supportive of our goals.

INTERAGENCY COORDINATION POLICIES

1. COORDINATE WITH GOVERNMENTAL AGENCIES

   Actively coordinate with governmental entities within our service area. State, tribal, county, and local governmental agencies share the common purpose of serving the public and are important partners in public transportation. By partnering with these agencies, we can help shape our operating environment in a way that supports the provision of public transportation. This coordination maximizes the efficiency of public tax dollars by encouraging proactive cooperation instead of retroactive corrections to decisions made in isolation. Educational programs in schools and elsewhere make our services more legible for potential riders.

2. COORDINATE WITH NON-GOVERNMENTAL ORGANIZATIONS

   Actively coordinate with non-governmental organizations within our service area. Our staff has a wealth of information regarding public transportation but can better understand the community we serve from the specific expertise held by those at non-governmental agencies and organizations. Educational, social service, and health

professionals reach many of the traditionally underserved populations of Clallam County and can suggest ways in which we can improve our services.

INTERAGENCY COORDINATION STRATEGIES

In an effort to sustain or improve our interagency coordination, we will:

- **Grow and maintain regular interaction and communication with local, transit, private business, and out of the area partners.**
- **Expand our network of partners by introducing and including staff when opportunities arise.**
- **Encourage management and supervisory staff to take advantage of community events or organizations to gather and provide input.**
- **Communicate directly with jurisdictions to identify, coordinate, and plan for transportation needs within the cities and county to support routes, infrastructure, amenities, and multimodal opportunities.**
- **Maintain the concept of "Agencies Working Together" to continue building and maintaining relationships.**

LAND USE COORDINATION

CLALLAM TRANSIT SYSTEM'S ROLE IN DEVELOPING TRANSIT-FRIENDLY COMMUNITIES

We have a vested interest in thoughtful land use planning. Efficient development patterns conducive to high-quality transit service can support the agency's ridership and environmental stewardship goals.

GOAL OF LAND USE COORDINATION

Clallam Transit System will actively support transit-friendly land use decisions.

LAND USE COORDINATION PRINCIPLES

The principles listed below describe the foundation for our land use coordination:

1. TRANSIT *DISORIENTED* DEVELOPMENT

   There is no efficient or effective way for transit to solve bad land use planning decisions. Transit is frequently imagined as a solution to compensate for poor development decisions made over time. While transit does indeed help connect people and places, multiple variables directly affect our ability to be a meaningful transportation service – even with good service design. As a result, there are areas that should not expect to receive even a basic level of transit service.

2. BE ON THE WAY

   Development focused along or near existing public transportation corridors and facilities supports an efficient transit network. Transit service is most successful when it directly serves many places conveniently throughout the day. Land use and road patterns that require out-of-direction travel increase operating costs and inconvenience riders. Prospective property owners or developers desiring good transit service will most likely succeed if they locate along an existing transit route between two population centers.

3. DENSITY

   Land use density and intensity allows for a mix of land uses. Coordination among stakeholders promotes a mix of uses that can support a greater share of trips made by pedestrians, cyclists, and transit customers. Transit is effective at serving trips with common origins and destinations, or, at a minimum, shared travel paths. This is only made possible if there is a level of density at which there is the possibility of a regular and sustained commonality in travel pattern. Density also means there are more destinations that will be within walking distance and facilitates more pedestrian activity supportive of and supported by transit. While some studies have found four dwelling units per acre to be the minimum density to support local bus service, densities may need to be two or three times that amount to support viable transit service.

4. DESIGN

   Infrastructure constructed by developers and municipalities will support the needs of pedestrians and transit facilities. Development patterns will support pedestrians and other non-motorized modes to gain access to transit. "Complete Streets" principles and design standards that promote a network of local streets and sidewalks, ADA-accessible improvements, and the placement of useful and inviting public spaces near transit, support transit use and can reduce dependency upon private vehicle ownership.

5. PARTNERSHIPS

Fostering partnerships with both public and private entities will be encouraged to cultivate coordinated land use and transportation throughout the region. No agency or person alone can ensure that land uses and transportation investments support transit investments. Partnerships are critical to the success of any endeavor, particularly those involving private property, public rights-of-way, and public transportation.

LAND USE COORDINATION POLICIES

1. PROMOTE TRANSIT EDUCATION

Strive to educate decision-makers and other members of the community regarding the importance of efficient development to successful transit services.

2. ADHERE TO SERVICE DESIGN POLICIES

Promote the best practices of land use development by adhering to its service design policies.

3. COORDINATION WITH OTHER AGENCIES

Encourage two-way coordination with jurisdictions and other agencies to support development benefiting the transit network. Various jurisdictions, tribes, and agencies are stakeholders in the broader development and planning of Clallam County. To encourage a positive partnership with these other groups, we will provide these stakeholders with early and frequent information and opportunities to provide input, and hope that a similar courtesy will be extended.

4. COORDINATION WITH OTHER PLANNING DOCUMENTS AND REGULATIONS

Encourage two-way coordination when documents impacting its service goals, principles, and policies are developed and adopted. Numerous documents created by municipalities and agencies, including Clallam Transit System's Comprehensive Plan, guide land use and transportation decisions. To reduce the likelihood of competing plans or policies, interagency communication will be encouraged. Relevant plans and/or laws include:

a. Comprehensive plans of municipalities, counties, and the County-wide Planning Policies
b. Peninsula Regional Transportation Planning Organization plans
c. Washington Transportation Plan (WSDOT)
d. Growth Management Act
e. Americans with Disabilities Act (ADA)
f. Civil Rights Act of 1964 (Title VI)

LAND USE COORDINATION STRATEGIES

In an effort to promote transit-friendly land use decisions, we will:

- **Actively seek opportunities with developers and local governmental agencies to incorporate transit amenities in the development projects served by public transportation.**
- **Promote and educate the public on the importance of proper land use decisions and the impacts on public transit.**

STAFFING

CLALLAM TRANSIT SYSTEM'S COMMITMENT TO A HIGHLY QUALIFIED WORKFORCE

We recognize our workforce as the most critical element of our operations and service to the public. With this recognition comes the responsibility to hire, train, and retain highly qualified employees that reflect the standard of service we demand on behalf of the public.

GOAL OF STAFFING

Clallam Transit System will hire, train, and retain a highly qualified workforce that upholds the service standards expected by the community it serves.

STAFFING PRINCIPLES

Our employees are the fundamental component of Clallam Transit System that support our ability to provide the critical functions of customer service and safety during the delivery of service to the public. We strive to recruit individuals that demonstrate exceptional customer service experience with a strong desire to promote customer satisfaction and willing to always embrace safety to further instill confidence to the public served.

STAFFING POLICIES

The policies identified below guide us as we seek out new employees, determine the necessary training and resources to prepare employees for carrying out our services, and identify strategies to retain employees while simultaneously preparing for future vacancies.

1. HIRE QUALIFIED INDIVIDUALS

   Hire the most qualified individuals who best fit our needs and culture. Utilize effective advertising sources to reach the greatest number of applicants to offer the most diverse candidate pools for consideration. Continue to review its selection tools and processes to ensure the best candidates are recruited for each position. Strive to coordinate hiring to minimize vacancies and consider succession planning needs when possible.

2. COMMUNICATE EXPECTATIONS

   Establish and communicate expectations for employees. We have a duty to provide clear expectations to its employees. Communications of expectations and work will be ongoing and occur throughout their employment. Ideally, the expectations would clearly coincide with our organizational goals to gain understanding at all levels of the organization, which will ultimately promote the overall achievement of our goals.

3. SUPPORT EMPLOYEES

   Provide the tools and resources to prepare employees to be successful in their respective roles. Upon hire, employees need to have ample training and access to resources to ensure their understanding and execution of their roles. In addition, continuing training and/or education must be provided to maintain the standard of performance that we expect. Employees will be encouraged to exceed the expectations and promote the betterment of our services to our communities.

4. INTEGRATE TECHNOLOGY APPROPRIATELY

Balance human and technological resources. We recognize the value of technology in the workplace and how it can improve services and operations. We will continue to explore technology options to improve service and reduce costs; however, it does so with a balanced approach of the investment of technology versus impact to services and employee effectiveness. Employees are encouraged to share ideas that may improve the efficiency of the system.

5. SAFETY

Provide a safe working environment. We must provide a safe working environment for its employees and passengers alike. A "living" safety program must exist and be maintained that engages all employees to promote safety in their respective roles. Employees must be provided the proper training, equipment, supervision, support, workplace culture, personal protective equipment, and clothing, to ensure the safe completion of their duties.

6. COMPENSATE AND REWARD EMPLOYEES

Offer competitive wages and benefits to recruit and retain highly qualified employees. We strive to offer competitive wages and benefits to recruit and retain the best employees for our needs. We provide regular recognition of our employees and their performance through formal communications, as well as informal communications on an ongoing basis to acknowledge employee service excellence.

7. PROMOTE DIVERSITY

Develop a workforce representative of the diversity of Clallam County. We recognize the value of diversity in our workforce as a tremendous resource to foster new ideas to improve the delivery of its service. We have adopted an affirmative action policy that encourages the recruitment of applicants from all backgrounds and experiences. We prohibit the discrimination or disparate treatment of any individual based upon any legally protected status or class.

STAFFING STRATEGIES

In an effort to hire and retain highly qualified employees, we will:

- **Seek new methods and technologies to conduct recruitments that promotes diversity within the applicant pools and better qualified applicants.**
- **Foster a positive workplace environment that encourages open communication to both attract and retain highly qualified employees.**
- **Take advantage of opportunities to reward and recognize employees for exceptional performance.**
- **Provide ongoing training opportunities and job resources for employees in order to encourage personal and professional growth.**
- **Research comparable employers by geographic location, industry, and size to assess the competitiveness of wages and benefits offered.**

SUSTAINABILITY

CLALLAM TRANSIT SYSTEM'S COMMITMENT TO THE FUTURE

We do our part to safeguard the community's current and future quality of life by being socially responsible, preserving the natural environment, and maintaining economic vitality. These guiding principles allow us to use our resources efficiently, to engage with our employees and customers, and to increase our ridership, market share, and funding support.

Sustainability is not a program or activity that can stand alone. By definition, sustainability involves everything we do. Sustainability serves as a foundation for our role in the community.

GOAL OF SUSTAINABILITY

Clallam Transit System will provide transit services in a way that best meets the needs of present and future generations through actions that balance Clallam County's economic, environmental, and social well-being.

SUSTAINABILITY PRINCIPLES

True sustainability is the intersection of not only what is good for the environment, but also what is economically feasible, and results in benefits to those who use and/or fund us. Sustainability involves practices that make good environmental sense as well as good business sense. It is responsible resource management, drawing upon natural, human, and financial resources to find strong, enduring solutions. It recognizes that environmental considerations are not an end in themselves.

SUSTAINABILITY POLICIES

1. SUSTAINABILITY IN SERVICES

   Deliberately manage our services to promote sustainability. Public transportation can play a significant role in achieving sustainability objectives for the region and each of the jurisdictions within Clallam County. However, the financial, natural, and human resources dedicated to public transportation must be effectively employed and responsibly used to achieve this objective.

2. STEWARDSHIP

   Build stewardship and service in our operations. As a significant user of resources, stewardship must be an essential component of a transit agency that embraces sustainability. We will strive to be a leader in conservation programs. The leadership of the organization will actively reinforce a culture that puts a high value on conservation of resources and service to the public. Stewardship also involves a respect for the people who we serve and serve us. We will continually seek opportunities to reduce our impact on the environment and to utilize various funding sources, including energy conservation rebates, to reinvest in conservation efforts.

3. PURCHASING

   Establish a sustainable purchasing policy. We will have a holistic decision-making process for purchasing equipment and services, such as:

a. Conducting cost/benefit analyses that consider lifespan costs and replacement strategies.
b. Establishing procurement decision processes that consider costs involved at each stage of the entire lifecycle of goods purchased.
c. Evaluating the impact of staff resources required to support equipment or new capabilities.

4. CAPITAL PROJECTS

Integrate sustainability into facility design, construction, and demolition. The physical plant that supports our services have a long-term effect on the agency's ability to operate efficiently and represents an opportunity to conserve natural and financial resources. We will target potential strategies for long-term reduction of resource impacts, including but not limited to; energy, water, waste, carbon, and other substances of concern.

5. TRANSPORTATION ALTERNATIVES

Provide services that are an attractive transportation alternative compared to travel by private vehicle. Reliable and predictable transit service is perhaps the most important characteristic that defines a viable transportation alternative.

6. CONNECTIVITY

Serve as a regional connection to neighborhoods/jurisdictions, places of employment, community events, and public services in a way that meets the needs of the service area. We are a major asset to Clallam County. Staff will actively engage in supporting and informing the land use planning and growth-management activities occurring within the county. Educate planners, developers, and decision-makers on the characteristics of land use best supported by public transportation.

7. PUBLIC INPUT

Maximize public input and stakeholder engagement in our sustainability initiatives. The success of our sustainability initiatives depends upon authentic and transparent efforts to engage all stakeholders.

8. MULTIMODAL CONNECTIVITY

Increase interest in multimodal connections. The ability to seamlessly transition between various modes of transportation, including bicycles, ferries, and other transit services, helps expand the public's use of alternative transportation.

9. AFFORDABILITY

Mitigate the effects of rising fuel costs on the segment of the population unable to afford other travel options. Improve the cost competitiveness of our services compared with the use of single occupancy vehicles, both in terms of an individual's time and financial expenditures.

10. SUPPORTING THE COMMUNITY

Attend to the social and transportation challenges faced by groups within the community. Participate in jurisdictions' land use planning and inform supporting transportation infrastructure plans to adapt to meet the changing demographics of the community.

SUSTAINABILITY STRATEGIES

In an effort to meet the current and future public transportation needs, we will:

- **Report any immediate or forecasted, potential financial impacts that could affect our revenue, both positively and negatively.**
- **Research and present information to our board regarding the feasibility of further implementation of alternative fuel vehicles.**
- **Coordinate with other public and private transportation providers to improve connectivity between services.**
- **Offer service changes recommendations and customer improvement suggestions to our board to assist in the identification of the immediate and long-range financial impacts and anticipated benefits to the public.**

MONITORING AND IMPROVEMENT

CLALLAM TRANSIT SYSTEM'S DESIRE FOR CONTINUOUS IMPROVEMENT

Customers expect us to provide reliable and convenient service in a courteous and cost-effective manner. For us to ensure the reliability, consistency, and proper development of our transit services, we must continually evaluate and understand the strengths and weaknesses of our services. The agency maintains performance measures to ensure a high level of customer service and system performance.

GOAL OF MONITORING AND IMPROVEMENT

Clallam Transit System will frequently monitor its performance to ensure the reliability, effectiveness, and efficiency of its services and to promote overall system improvement.

MONITORING AND IMPROVEMENT PRINCIPLES

1. CHANGE AND UNCERTAINTY
   Change is inevitable and uncertainty is a reality in any endeavor. While there are many prevailing patterns, change is always in the works. The constancy of change ensures there will always be uncertainty that will foil plans or goals that are too prescriptive over too long a period of time.

2. COMPETITION
   Recognize impending competition to transit and be responsive. Competitive services will be reviewed for impacts to Clallam Transit System's service and for possible integration opportunities to enhance service and or reduce costs.

3. AIM HIGH
   A goal or aim that is lofty yet achievable is necessary to direct improvement. Despite uncertainty and the constancy of change, the act of establishing goals is fundamental to positive growth and development.

4. CONTINUOUS FEEDBACK
   Measures to collect and analyze continuous feedback encourage adaptation to circumstances while maintaining the pursuit of goals. Goal-setting does little to bring improvement to an agency unless its actual performance is evaluated against those goals through continuous feedback measures. Whether done weekly, monthly, quarterly, or annually, consistent evaluation provides an opportunity to compare actual and desired performance levels within a standard time period, allowing for comparative improvement analysis.

5. COURSE CORRECTIONS
   Course corrections and goal modifications do occur and, if done deliberately, can support dynamic adaptation and improvement. No long-range planning will assume a step-by-step, year-by-year approach. Instead, regular periods of course correcting and setting will be assumed, and unexpected course corrections will be expected.

6. OWNERSHIP

Regardless of title or function, each department and each employee play a role in improving an organization and, therefore, should take ownership in its performance. Improvement of agency services is not the sole responsibility of one individual or department. Agencies must understand that problems or deficiencies of service are often solved by people from different departments. Understanding the interconnectedness of an agency's functions is essential.

7. CHECKS AND BALANCES

Evaluating more than one measure of performance helps to limit extremism during the implementation of remedial actions. By developing a number of complementary performance measures, the results of an evaluation process are more balanced and comprehensive. Measuring just one aspect of a product or process can misguide the suggestions for improvement.

MONITORING AND IMPROVEMENT POLICIES

1. FIXED-ROUTE PERFORMANCE STANDARDS

Adopt performance standards for measuring the success of our fixed-route service. Standards imply accountability, comparison, and remediation in the event of non-compliance. Standards will be straight-forward and derived from a rational, transparent basis. Performance standards will reflect an approach that seeks to improve the system's performance as it relates to its riders, the environment, and taxpayers.

2. AGENCY PERFORMANCE MEASURES

Use performance measures to evaluate our success. To evaluate the success of the broad services it provides, we will establish performance measures and present performance results to its board.

3. COMPREHENSIVE PLAN UPDATES

Regularly update our Comprehensive Plan. We will begin to review and update as appropriate the Comprehensive Plan no later than 60 months following the last major adoption and/or revision. Significant public outreach will be required as part of the update process, consistent with the policies of the Communications and Public Input section.

4. COMPREHENSIVE PLAN AMENDMENTS

Minor amendments to the Comprehensive Plan may occur at any time, provided the changes do not significantly alter the scope and/or direction of the plan.

5. DEVELOPMENT OF OTHER PLANS

Prepare for both the short-term and long-term needs of the agency by updating and maintaining a series of planning documents. These documents will build upon the goals, principles, and policies contained within the Comprehensive Plan.

a. **Transit Development Plan:** The Transit Development Plan provides background information on Clallam Transit System, accomplishments during the previous year, and planned projects and programs for the following six years. This required plan provides updated information to the Washington State Department of Transportation of the various activities we have undertaken.

b. **Transit Asset Management Plan:** Washington State law requires transit agencies, as a condition of receiving state funding, to submit an asset management plan for certification by the Washington State Transportation

Commission. The plan must include an asset inventory, an asset condition assessment, the identification of decision-support tools, a project-based investment prioritization, a transit asset management policy, and a state of good repair policy.

MONITORING AND IMPROVEMENT STRATEGIES

In an effort to ensure our reliability, effectiveness, and efficiency of our services, we will:

- **Regularly report service performance to our board.**
- **In coordination with the Clallam Transit System Service Review Committee, regularly review service and provide service change recommendations to our board.**
- **Monitor and evaluate the condition of all our assets as required within the Transit Asset Management Plan and provide reasoning, condition rating, life cycle, and a financial plan with recommended action to our board.**

SUMMARY

CLALLAM TRANSIT SYSTEM'S FUTURE

We continually look ahead to identify and plan for the future transportation needs of the residents and visitors of Clallam County. ***Connecting Clallam*** is a living document that serves as the foundation for the planning of the future of Clallam Transit System. It is for this reason that communication and outreach with all stakeholders must continue formally and informally to ensure Clallam Transit System continues to move in the right direction under the guidance of this comprehensive plan. We appreciate public comment and welcome it at any time.

We embrace the future of public transportation and look forward to meeting the needs of the public through effective collaboration with all of our stakeholders.